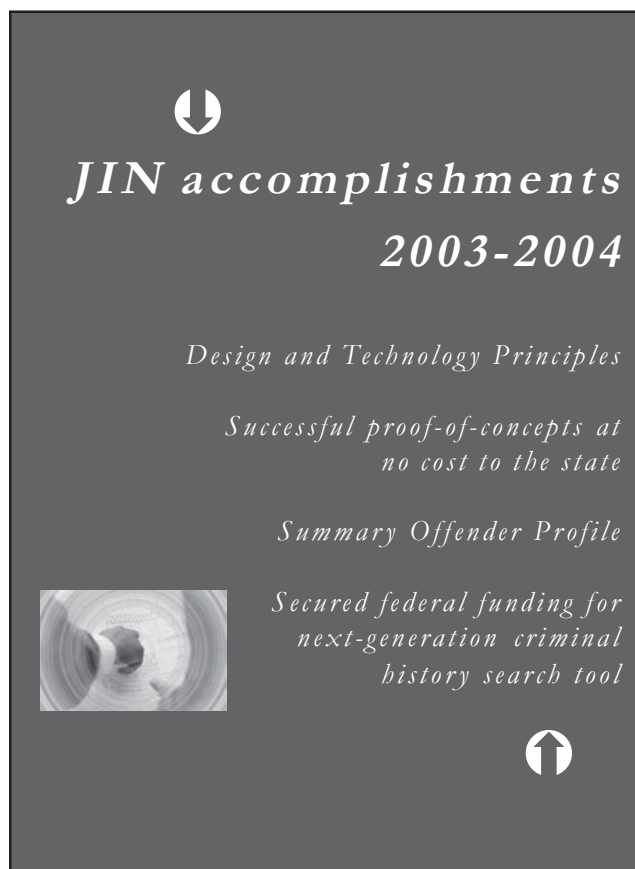




Executive Summary



The 2005-07 Strategic Plan ushers in a new and groundbreaking phase for the Justice Information Network (JIN). With the consolidation of the two coordinating committees – Criminal Justice Information Act and Justice Information – into an Integrated Justice Information Board, JIN can move strategic initiatives forward with a new and empowered governance structure.

This Plan recognizes the need to build an enterprise architecture for the justice community in which legislation, policies and business practices are based on sound operating principles and design standards. An effective architecture will make it possible to integrate disparate systems with powerful new technologies and still protect the security of our criminal justice data and the privacy of our citizens. Every JIN project will reach for the right balance of technology, compliance with enterprise standards and autonomy for the JIN stakeholder.

In 2002, the Justice Information Committee commissioned a set of *Implementation Recommendations*. This document, which included a \$16 million plan for integration projects statewide and a set of models for data exchanges, has been a valuable resource in the

creation of this Plan, although the recommendations outlined here are considerably more modest and incremental in approach.

In this Plan, we acknowledge that the current structure of the JIN Program Office is not financially sustainable – the Office depends on grant awards and agency contributions. Grants provide ample funds for development but do not provide the maintenance budget required for connectivity and ongoing support; agency contributions are subject to the disparities of mission mandates and available allocations. RCW §10.98.240 requires that this report contain recommendations for needed appropriations to fund efforts to achieve the goals set for the Board. Aligned with this vision, the JIN Program Office has submitted a decision package to the Legislature for the 2005-07 biennium, as part of the DIS budget request.

Making progress toward system integration

The National Crime Victimization Survey² reports that U.S. residents, age 12 or older, were the victims of 23 million crimes in 2002. Crimes of violence take up more than 20 percent of that number. In our country, victims of violent crime in urban areas number more than 50 per thousand residents. In fact, for every 1,000 individuals

² U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics report, 2002



over the age of 12, there occurs at least one rape or sexual assault, one assault with injury and two robberies. Many of these crimes against the innocent could have been prevented by the front line exchange of timely and accurate information – background checks, real-time identification and high quality data on felony warrants from other jurisdictions. Communication and rapid access to critical information can mean the difference between life and death.

Deficiencies inherent in our current practices and approach to security and integrated justice are exposed and under scrutiny as ongoing threats to national security have thrown the spotlight on integrated justice. The reality is that system integration does not exist today. Information sharing remains the singular right of the information owner and its exchange often relies on that individual's perspective. Compounding this barrier, the criminal justice practitioner who needs the information may not know whether or where it exists. When it could be argued that the way our justice systems work today paralyzes information sharing, we have a serious problem from the perspective of national security and public safety.

Technology is not the silver bullet. However, it is the best medium we have to share the critical information that can prevent harm, apprehend and prosecute suspects and stop people who are national security threats from carrying out their destructive missions.

An enterprise approach for the justice community

The strategies outlined in this Plan look forward and yet preserve the basic framework of the criminal justice system we know today. The JIN model for justice integration takes an enterprise approach; provides services where appropriate; acts as a knowledge and information clearinghouse for the justice community; and, most importantly, preserves the majority of the work and financial commitment of justice integration with individual JIN constituents.

The Board and JIN Program Office look forward to a future for integrated justice in Washington state marked by new challenges, clear successes, some setbacks and many lessons learned. The JIN Strategic Plan establishes an operating framework that can adapt to the road ahead.

The Board, with support from the JIN Program Office, will move these four strategies forward.

Design the Justice Information Network. The architecture of the physical and logical flows of information within the justice community is the primary building block in the state's integration plan. Its design will establish a blueprint for connecting all JIN constituents.

Develop technology and design principles. In their preliminary form now, these principles provide an operating framework for the Board, which must square the need for integration and the importance of individual projects with the hazards of dictating behavior in a diffuse and diverse environment. The JIN Program Office will develop these principles into a comprehensive collection of recommended standards, templates and reusable components.



Develop services in response to user demand. It is imperative that, as the justice community integrates shared information into its business processes, discrete IT systems are empowered to communicate with each other. These interfaces are critical if JIN constituents are to reduce the amount of redundant data entry and improve the efficiency and integrity of data that travels from law enforcement to prosecutors to the courts and corrections.

Maintain security and privacy rights. A central premise of the Justice Information Network is that constituents should maintain control over their data and establish usage and dissemination policies that ensure security and protect privacy rights. In order to protect these rights, the Board has developed a set of security policies and will develop a security model for information sharing in the justice community.

Within the justice community, many state and local practitioners are looking to the Justice Information Network to provide leadership and assistance. The Board and the Program Office are poised to step into this leadership position. This Plan is a dynamic step, which leverages a new and exciting advantage. Even though recent advances in technology such as Justice XML, Web services and the development of innovative middleware solutions have rendered obsolete much of the JIN planning efforts to date, this works to the state's advantage because integration goals can be achieved now faster and at lower cost than ever thought possible. Experience with the JIN proof-of-concept projects confirms that the benefits promised by these new technologies to the state are real and practicable.

There are risks associated with not implementing a comprehensive strategy for the JIN community. Maintaining stand-alone systems that are not integrated and environments in which operational inefficiencies impede access to information is costly for the state. The potential for liability is ever-present; missed opportunities perpetuate ineffective processes and diminish results. Integrated justice modernizes systems and builds partnerships. Access to shared information and resources can revolutionize the way criminal justice practitioners work together and make decisions day-to-day.

The 2005-07 Strategic Plan for Washington's Justice Information Network proposes solid, realistic advances toward integrated justice that bring the JIN mission closer to fulfillment. This Plan will improve public safety and operating efficiency by providing the right tools and the right information at the right time for front-line law enforcement.